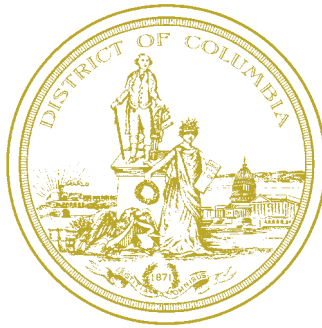


A COMMUNITY AT WORK

ACCOMPLISHMENTS OF THE WILLIAMS ADMINISTRATION



FEBRUARY 2004

MESSAGE FROM MAYOR WILLIAMS



Together, we have come a long way in the past five years. City services have improved; we have an excellent bond rating; and, we have become a major force again in regional affairs. My administration has accomplished a great deal, yet it is the people of this city who deserve the credit for what they have allowed us to do.

Last year, while walking in a neighborhood that has experienced some hard times, I listened to the concerns that many people have about our community and our government. At the Citizen Summit, in meetings with city leaders and in my work with our Council, we have gained a clear understanding of the problems and challenges facing our city. Yet we hold onto the singular belief that together we can make the District a better place to live...for all of us.

While we have come a long way down the road toward establishing ourselves as the great city we know we can be, there is still much to be done. In the following pages, you will find a list of accomplishments that some may give my administration credit for. But in truth, these are the accomplishments of our people.

Anthony A. Williams
Mayor

HEALTH AND HUMAN SERVICES

PHOTO BY LATEEF MANGUM



“A country is judged by how it treats its citizens at the beginning of life and at the end of life.”

—District resident at
Citizen Summit III

- ★ The DC Healthcare Alliance has provided health care services to more than 50,000 patients. In 2003, the Henry J. Kaiser Foundation DC Health Care Access Survey found that the District has one of the lowest rates of uninsured adults in the nation.
- ★ All five of the receiverships imposed by federal and local courts that were in place at the beginning of the Williams Administration have been terminated. This includes public housing, child welfare, medical and mental health services at the DC Jail, the public mental health system and educational services at the Oak Hill Juvenile Detention Center.
- ★ Mayor Williams and the City Council are negotiating with Howard University to establish a new, privately run hospital on District-owned property to ensure the delivery of quality health care to our residents east of the Anacostia River.
- ★ Infant mortality has decreased by 42% between 1992 and 2001.
- ★ The city has implemented the DC Pharmaceutical Resource Center, which links 600 residents to free pharmaceuticals.
- ★ The District received a bonus of \$20 million in grant funding from the US Department of Health and Human Services for achieving one of the nation’s largest decreases in the rate of teenage pregnancies between 1998 and 2001. These funds have been reinvested into

programs and services to continue our progress in this area, as well as to support teens in making healthy choices.

- ★ The vaccination compliance rate of District of Columbia Public School students rose from 45% to greater than 90% in FY 2002, ensuring our children are healthy and ready to learn.
- ★ The District of Columbia has won more awards than any jurisdiction in the nation under the Temporary Assistance for Needy Families (TANF) bonus program, receiving nine bonuses worth \$115 million. The TANF Employment Program has successfully placed more than 7,000 welfare recipients in jobs since January 1999.
- ★ A new adult homeless shelter on New York Avenue was opened on December 19, 2003, providing temporary housing to 200 men.
- ★ In December 2001, the Valley Place Transitional Apartment program in Southeast was opened for 18 homeless families.
- ★ The Children and Family Services Administration (CFSA) exceeded court-ordered staffing goals, hiring 309 licensed social workers and 62 supervisory social workers, thus significantly lowering the caseloads per CFSA worker.
- ★ In January 2004 CFSA cut the ribbon on the Adoption Resource Center, a community-based support service for individuals and families in any stage of adopting a foster child in the District. Services include: support groups for adoptive parents and children, short-term counseling, a resource library, seminars, and referrals to other adoption-related services.
- ★ Through the leadership of Mayor Williams and the Council, the District of Columbia is ranked number one in the country for the percentage of licensed family child care homes and moved from number three to number two in the percentage of licensed child care centers that are nationally accredited.
- ★ The District's Office of Early Childhood Development provided financial assistance for 17,951 children in subsidized child care. This represents 57% of the 31,500 eligible children.

- ★ The Office on Aging has provided more than 5 million nutritious mid-day meals to the District's elderly over the past five years. The office provided jobs for more than 2,800 District seniors and completed construction on an 11,000 square foot senior wellness center in Ward 8.
- ★ In 2003, a federal judge approved an agreement designed to bring an end to the federal government's oversight of our city's mental health system.
- ★ The District's Department of Health issued the first collaborative, comprehensive citywide substance abuse strategy including the first survey of needs and capacity as well as the first set of long-term goals.
- ★ With funding championed by Mayor Williams and the City Council, the Department of Parks and Recreation opened six major new or renovated recreation facilities including: the William H. Rumsey, Sr. Aquatic Center (Ward 6); Emery Recreation Center (Ward 4); Kennedy Recreation Center and Playground (Ward 2), North Michigan Park (Ward 5); Parkview Recreation Center (Ward 1); Sherwood Recreation Center (Ward 6).

FINANCES



“Keep doing everything you are doing, my house is worth more today than it was five years ago and now my friends want to come to the city to eat and go shopping, not just go to the monuments and museums and leave.”

—District resident at Citizen Summit III

- ★ Working with the Council and the Chief Financial Officer, Mayor Williams has achieved seven consecutive balanced budgets.
- ★ In 2003, the District government received a positive outlook from Moody’s and earned a bond rating upgrade to ‘A-’ from Standard & Poor’s and Fitch rating services. This is the first time in nearly 10 years that the District had an ‘A’ rating, which will save the city millions of dollars in interest on its outstanding debt.
- ★ On September 30, 2001, we ended the period during which the city was governed by a federally-appointed Control Board, two years before the law required the board to dissolve.

EDUCATION

PHOTO BY LATEEF MANGUM



“We need more of a grass roots effort that includes tough love to really show our responsibilities as parents, children and students. Without government working together with parents and students, no program with any amount of money will work.”

—District resident at Citizen Summit III

- ★ In 2003, the Adult and Family Literacy program—an effort resulting from a collaboration between the City Council, Mayor Williams and the DC business community—provided 872 District residents with educational services. Twenty lifelong learning coaches have been placed in 18 different community based organizations across the city.
- ★ The DC Tuition Assistance Grant Program, funded by two successive presidents, provided \$19.7 million in grants to more than 4,484 District residents in 2002–2003 to help fund college tuitions.
- ★ In November 2002, Mayor Williams and the City Council launched the DC College Savings Program as a way to give District residents an investment opportunity to save for a child’s education.

- ★ The District received Congressional funding to support Mayor Williams' three sector school reform initiative that will bring \$40 million in federal funds to increase choice in public education—\$13 million for DCPS, \$13 million for charter schools and \$13 million for opportunity scholarships. Strong support for the effort came from Councilmember Kevin Chavous, Board of Education President Peggy Cooper Cafritz, the business community, parents and students.
- ★ In partnership with Mayor Williams and the Council, DCPS has launched an initiative to transform the city's lowest performing schools, infusing them with new leadership, staff and additional resources. Early indications show that the program is making a difference in the 15 transformation schools.
- ★ Mayor Williams has expanded wrap-around social services for students at transformation schools. This effort provides social services—including on-site mental health services, recreation programs and family-centered literacy—in a community-based setting, integrating social services around schools to improve the lives of children and their families.
- ★ Mayor Williams and Council have increased funding for public education by 57% over the past five years.
- ★ Since 2001, the DC Teaching Fellows program has brought 261 of the city's most outstanding individuals from all backgrounds to be trained and to teach in the District's most challenged schools for two years. In return for teaching, they participate in an intensive pre-service training program designed to help obtain a teaching credential or master's degree.
- ★ Teach for America, a national corps of outstanding recent college graduates who commit two years to teach in under-resourced communities, has placed 127 members in 57 DC public schools.
- ★ With support from the City Council and Congress, the District has developed one of the largest and most successful charter school programs in the country. There are more than 40 charter schools serving more than 13,000 students with a range of educational programs

including math and science, technology, arts, bilingual and dual language immersion, character development, public policy and college preparatory study.

- ★ Since 2001, the District has issued \$84 million in tax-exempt bonds to finance eight public charter schools, most notably approximately \$45 million for Friendship-Edison Public Charter School, which is, in fact, the largest such transaction in the country.

VOTING RIGHTS, LEGISLATIVE AND BUDGET AUTONOMY



“Our fight for civil rights in this city will never be over until we have full representation in the Nation’s Capital. If we don’t think that it’s important...then nothing is important.”

—District resident at Citizen Summit III

- ★ Mayor Williams proclaimed April 15, 2003 DC Voting Rights Day in the District and signed into law a City Council resolution making the District’s presidential primary on January 13, 2004 the first in the nation.
- ★ In Congress, the Senate voted unanimously to approve a budget autonomy bill for the District which would give the District control over its local funds.
- ★ Congress passed the FY 2004 budget, the largest targeted appropriation for the District in history, with more than a three-fold increase in the number of projects requested by the city.

- ★ The number of “social riders”—or unwelcome and undemocratic additions to the District’s annual appropriations bills—has been significantly reduced.
- ★ The District has achieved a new level of respect and recognition from Congress and federal agencies.
- ★ Mayor Williams was elected vice president of the National League of Cities and will become president of the association in 2004. He will use the position to enlighten thousands of elected officials across the country about the District’s efforts to gain autonomy from the federal government and secure voting rights in the US Congress.
- ★ The following organizations have expressed support for full voting rights for the District: National League of Cities, US Conference of Mayors, Conference of Black Mayors, League of Women Voters, Alpha Kappa Alpha Sorority, Communications Workers of America and American Federation of State and Municipal Employees. The states of Alaska, Hawaii and Illinois and the cities of Atlanta, Baltimore, Boston, Chicago, Cleveland, Detroit, District of Columbia, Los Angeles, New Orleans, Philadelphia and San Francisco have also expressed support for voting rights for the District.

“AT YOUR SERVICE”



“People who answer the phone are much nicer than before...my trash gets picked up and the people on the truck say hello—I never thought that would happen.”

—District resident at Citizen Summit III

- ★ Under the leadership of Mayor Williams, and with the support of the Council, www.dc.gov was named the number one municipal web site in the nation by the Center for Digital Government, offering double the number of service applications than any other municipality.
- ★ The Department of Transportation (DDOT) has posted 52 traffic cameras on the DC web site, implemented the Roadway Operations Patrol, and improved traffic light synchronization.
- ★ Since 1998, DDOT has repaved more than 3700 blocks throughout the city and routinely fills more than 95% of reported potholes within 72 hours.
- ★ The Washington Area Sewer Authority negotiated a plan with the United States Environmental Protection Agency to complete \$143 million in combined sewer system improvements.

- ★ The Department of Consumer and Regulatory Affairs (DCRA) cleaned and secured 3,722 vacant housing units since FY 2002 and demolished more than 700 properties considered unsafe.
- ★ City services have become more accessible to residents with limited English proficiency as 17 major DC agencies translated materials and hired more bilingual staff.
- ★ The case management system of the Office of the Corporation Counsel's Child Support Enforcement Division was granted full certification by the federal Office of Child Support Enforcement, which will help ensure significant federal funding for our child-support-enforcement program.
- ★ Last year, 870 low-income DC families received free energy home improvements through the DC Energy Office's Weatherization Program, resulting in an annual estimated utility bill savings of \$289 per household.
- ★ The Department of Public Works (DPW) has achieved a 98% on-time collection rate for trash collection. DPW has implemented a 24 hour Towing Control Center to monitor and track towed vehicles. DPW's fleet includes more than 265 alternatively fueled cars, trucks, and vans—including two natural gas trash trucks.
- ★ The District's Office of Cable Television and Telecommunications airs municipal programming on channels 13 and 16 live, and on the Internet. The stations cover numerous events, including Citizens Summits, City Council sessions and hearings and Mayor Williams' town hall meetings, press conferences and appearances.
- ★ The Department of Motor Vehicles (DMV) has begun to institute major reforms to reduce in-person visits by nearly half; eliminate customer trips between DMV facilities; coordinate vehicle registration with inspection cycles and provide the ability to pay tickets and/or have hearings at every DMV site.
- ★ The DMV implemented a "pass with warning" category at the vehicle inspection station, eliminating the need for cars with minor violations to be inspected again.

- ★ Mayor Williams held three Citizen Summits where thousands of residents came together to set the District's priorities for the city's budget and strategic plans.
- ★ Mayor Williams, with support from the Council, instituted a city-wide call center that provides one phone number— 727-1000 —where citizens can get information about government assistance and make requests for municipal services.
- ★ In 2001, the Williams Administration conducted the first-ever Youth Summit that resulted in the establishment of the Youth Advisory Council.
- ★ Mayor Williams created the Neighborhood Services program to integrate all major citizen services and involve community members in identifying problems and setting priorities.
- ★ In FY03, the Office of Partnerships and Grants Development opened its Grants Information Research Center (GIRC) for local government, faith-based and nonprofit officials who lack computer access or technology skills to apply for grant opportunities electronically.
- ★ Mayor Williams instituted quarterly meetings with the governors of Maryland and Virginia.

PUBLIC SAFETY



“PSAs work well if you have an excellent officer. We should have the same police patrolling so we can get to know them.”

“By making the streets brighter and buildings occupied, we can reduce crime.”

“El graffiti se debe limpiar inmediatamente. Porque el graffiti tiene mucha influencia sobre la actividad de ganga.”

—District residents at Citizen Summit III

- ★ Overall crime decreased 2.7% in 2003 and the Metropolitan Police Department’s (MPD) homicide clearance rate has increased to 61%, the highest level in the past four years.
- ★ With the support of the Council, the city hired an additional 59 professional civilian 911 police call takers in 2003. We have seen a tremendous decrease in the amount of time it takes for 911 calls to be picked up. Now, over 80% of calls to 911 are answered within five seconds. The percentage of calls that are abandoned by the caller before the call taker picks up, has been cut in half.

- ★ Also with Council support, the city added eight additional Fire/EMS call taker positions—including four bilingual personnel—and filled all Fire/EMS call taker vacancies to ensure that calls transferred from MPD for fire and medical emergencies are picked up immediately.
- ★ In the past year alone, Fire/EMS took delivery of 34 new pieces of apparatus, including 20 engines, three aerial ladder trucks, one aerial tower and ten ambulances. The Fire/EMS fleet is now 100% within acceptable retention limits and, for the first time in over a decade, there is a fully equipped and operational reserve fleet in the event that we have to call back firefighters for an emergency mobilization. The City Council provided funding support.
- ★ Thanks to a federal payment of nearly \$170 million supported by the President and the Congress, the District now has state-of-the-art command operations centers at the Emergency Management Agency (EMA), MPD and the Department of Health. From these locations, senior officials can monitor the streets, coordinate their resource deployment and manage any emergency or disaster. Our front-line employees have been equipped and trained and exercised to be sure they are ready to respond to any emergency from a disease outbreak to natural disasters and everything in between.
- ★ MPD launched “Operation Fight Back” in coordination with other District agencies in more than 50 persistent problem areas to fight crime and improve the quality of life in high-crime neighborhoods.
- ★ The District implemented a fully interoperable Police/Fire-EMS public safety radio system, expanding wireless radio coverage so that first-responders are now able to communicate with each other from anywhere in the city.
- ★ Mayor Williams outlined new police service area (PSA) boundary changes in order to integrate city services with police operations; provide for greater police flexibility and allow for better management, leadership and oversight.
- ★ The Williams Administration held two city-wide crime forums in 2003 providing opportunities for citizens to discuss public safety issues with police department and administration officials.

- ★ Mayor Williams introduced the comprehensive Juvenile Justice, Victims' Rights and Parental Participation Act of 2003 to address the critical issues facing our juvenile justice system in order to balance the goals of rehabilitation with public safety and victims' rights.
- ★ The District became the first city in the country to receive full accreditation of its emergency management program, a testament to just how far we have come since September 11.
- ★ In November 2001, Lorton Correctional Complex was closed and federal prisoners were transferred without incident to other federal facilities.
- ★ In December 2001, the National Commission on Correctional Healthcare certified the medical and mental health services at the DC Jail—the first time in the facility's 25-year history that these services have been nationally accredited. In March 2003, US District Court Judge Bryant ruled to end 32 years of court oversight of the DC Jail.

HOUSING AND ECONOMIC DEVELOPMENT



*“Housing must be available for a wide range—
low income, medium income and high income...
Washington is a much better place to live than it was
a few years ago, now everybody wants to live here.”*

—District residents at Citizen Summit III

- ★ In the past five years, the Williams Administration has brought more than \$27 billion of investment into the District of Columbia. Nearly \$7 billion worth of projects have been completed since January 2001 and another \$20 billion are planned or underway.
- ★ Since FY 1999, Mayor Williams and the Council have helped finance more than 12,000 units of affordable housing in every ward of the city. That’s \$1.1 billion in affordable housing development with more than \$650 million in affordable housing east of the Anacostia River.
- ★ The DC Office of Planning has completed a four-year planning effort for the Anacostia Waterfront, including Mayor Williams’ release of the Framework Plan and completion of the Near Southeast Target Area Plan and the Southwest Waterfront Plan.

- ★ We are currently building—or planning to build—154 retail projects, 171 office projects, nearly 7,000 hotel rooms and more than 32,000 residential units, for current renters and new residents alike.
- ★ The District has the top-ranked office market in the country, according to the Marcus & Millichap 2004 National Office Index.
- ★ The Association of Foreign Investors in Real Estate named Washington the number one city in the country and the world for foreign real estate investment in 2002.
- ★ With help from the City Council, the new Washington Convention Center, which opened in March, will bring three million people to our city annually and generate an estimated \$656 million in economic benefit.
- ★ Through reSTORE DC, launched last year, the Williams Administration is helping to revitalize our city's neighborhood commercial zones and provide additional opportunities for residents.

EMPLOYMENT

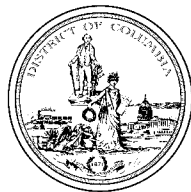
PHOTO BY LATEEF MANGUM



“My cousin got a job last year during the summer; I hope when I finish school this year I can get one too, I want to buy a car and take my grandma for a ride.”

—District student at
Citizen Summit III

- ★ Between 1998 and 2003, 51,200 new jobs were created in the District. During the same period, the number of District residents employed increased by 43,200.
- ★ In the summer of 2003, the Department of Employment Services successfully placed 5,494 youth between the ages of 14 and 21 in public and private sector jobs through the Passport-to-Work program.
- ★ More than 75,000 residents accessed services through the District’s One-Stop Career Center network, which now includes a Veterans Affairs Satellite One-Stop Career Center, a satellite facility focusing on the Latino population, and a mobile one-stop career center offering community-based workforce development and literacy services.
- ★ The Welfare-to-Work (WtW) program placed 341 TANF/WtW recipients in unsubsidized employment opportunities, while an additional 504 recipients were placed in subsidized or transitional employment.



GOVERNMENT OF THE DISTRICT OF COLUMBIA
EXECUTIVE OFFICE OF THE MAYOR
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